Nova Scotia

92-05474/

ANNUAL REPORT

for the fiscal year ending March 31, 1991

Civil Service Commission

To His Honour

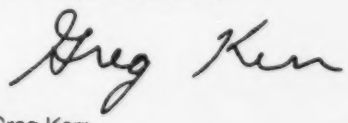
The Honourable Lloyd R. Crouse, P.C.
Lieutenant-Governor of Nova Scotia

May It Please Your Honour:

I have the honour to submit herewith the report of the Nova Scotia Civil Service Commission for the year ending March 31, 1991.

I have the honour to be Sir,

Your obedient servant,



Greg Kerr
Minister in Charge of Administration
of the Civil Service Act

The Honourable Greg Kerr
Minister in Charge of Administration
of the Civil Service Act
Province of Nova Scotia

Sir:

I have the honour to present the annual report of the Civil Service Commission for the year ending March 31, 1991.

Respectfully submitted,

D.T. Tobin, C.A.
Deputy Minister

CONTENTS

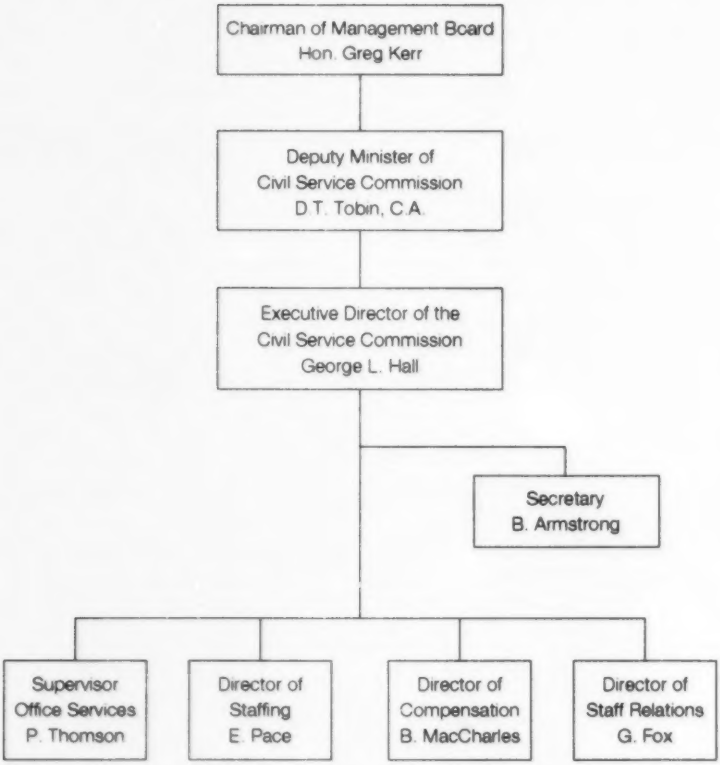
Staffing Division 9
- Departmental Staffing 9
- Affirmative Action 11
- Co-operative Education Employment Program 17
- Human Resources Development 18

Compensation Division 25

Staff Relations Division 33
- Overview 33
- Collective Bargaining 34
- Grievances and Adjudications 35
- Labour Relations Education 35
- Occupational Health and Safety 35
- Prepaid Leave 36
- Job Sharing 36

Office Services Section 37
- Introduction 37
- Personnel and Payroll 37
- Finance and Administration 38
- Long Service Award 38

ORGANIZATIONAL CHART CIVIL SERVICE COMMISSION



STAFFING DIVISION

The Staffing Division is responsible for the administration of the Civil Service Commission's Staffing, Affirmative Action, Co-operative Education, and Human Resources Development programs. Primary activities include the provision of recruitment and selection services to government departments, the provision of employment and information services to the public, the provision of transfer services to current employees, the promotion of employment equity initiatives within the Civil Service, the re-employment of staff affected by layoff and long-term disability, the provision of staff training and development, and the administration of the co-operative education/employment program.

DEPARTMENTAL STAFFING

Authority for Staffing

The legal basis for staffing activities is contained in the Nova Scotia Civil Service Act, in Regulations made under the Act, and in collective agreements entered into with the Nova Scotia Government Employees Union.

Staffing Objectives

The fundamental mandate of the Staffing Division is to ensure appointments to the Nova Scotia Civil Service are made in accordance with the principles of merit and equal opportunity. This is largely accomplished through the division's development of publicity, establishment of eligible lists of candidates, provision of advice to department managers, participation on selection panels, and delivery of training programs designed to enhance the knowledge and skill of managers in staff selection and engender an appreciation for and commitment to employment equity.

Fairness in Hiring

The Government of Nova Scotia has publicly embraced a philosophy of openness and fairness in conducting its affairs. It is anticipated that the new fiscal year will mark the adoption of a more clearly defined hiring policy, intended to ensure that staff selection processes are not only fair, but are seen to be fair. It will be the responsibility of the Staffing

Division to implement systems of administration, communication, training, accountability, reporting, and auditing to complement government policy.

Victoria General Hospital Autonomy

With the anticipated proclamation of the Victoria General Hospital Act, the hospital will gain autonomy in operational management. The Staffing Division has been actively involved this fiscal year in planning a strategy which will facilitate the transfer of staffing authority to the hospital.

Re-employment of Staff Affected by Long-term Disability

Efforts are underway to better define placement strategies for staff affected by long-term disability; the division expects to be heavily involved in staff re-employment activities in 1991-92.

Recruitment and Selection

Although there has been a reduction in the number of employment competitions from 1,070 in 1989-90 to 777 in 1990-91, the number of applications lodged for consideration has shown a sharp increase. Notably, during the years 1988-89, 1989-90 and 1990-91, the division received 34,000, 45,274, and 50,404 applications respectively. Consequently, the time required to process and review applications has increased substantially, resulting in staff devoting considerable extra hours to their jobs. Difficulties persist in filling certain positions in the health care field, such as physiotherapy, occupational therapy, pharmacy, and a variety of nursing specialties. Sixty-four employment competitions required media advertisement, compared with fifty-seven last year.

Appointment and Employee Transfer

Fewer appointments/transfers occurred this year than last. More specifically, 1,343 were recorded (853 new appointments and 490 staff transfers). Employee transfers represent 36 per cent of staffing activity in 1990-91.

Information Services

Staff conducted 919 general interviews, served 40,240 visitors, and responded to 46,706 phone calls this year. This reflects a 10 per cent increase in visitor traffic at our Employment Services Centre and a 25 per cent increase in telephone activity over the previous year.

Training and Consulting Services

The division was represented on 20 interview panels in 1990-91, and delivered nine training events to managers and others responsible for staff selection. Staff resources will be devoted in 1991-92 to providing government departments with the training and consulting services necessary to refine the skills of those involved in the hiring process.

Complaint Investigation

A reduction from 20 to 15 staffing-related grievances occurred between 1989-90 and 1990-91. With more focused efforts to demonstrate fairness in hiring and to enhance the staffing competence of those involved, the division aspires to realize a continued increase in applicants' satisfaction with the selection process.

AFFIRMATIVE ACTION

The Government of Nova Scotia, through the Civil Service Commission, administers the Affirmative Action Program, which is committed to a series of positive measures to ensure equality of opportunity in employment for blacks and other visible minorities, aboriginal persons, persons with disabilities, and women.

The objective of the Affirmative Action Program is to improve the representation of these target groups in all occupational groups and at all levels of the Nova Scotia Civil Service, by ensuring that qualified individuals are considered on an equal basis for employment and promotional opportunities.

Program Highlights

A major report on affirmative action, recommending extensive changes to the existing policy and program, received the approval, in principle, of the Cabinet Committee on Policy and Planning. Discussions were initiated with the Nova Scotia Government Employee's Union to seek their support for, and commitment to, the new initiative.

During the past year, Affirmative Action staff worked closely with the Department of Attorney General in the design and implementation of their employment equity policy for the hiring of casual employees. A series of affirmative action information sessions were presented for directors, managers, and supervisors from the Attorney General's Department to inform them of this new policy and the province's Affirmative Action Program. Co-operation with this department is ongoing in the referral of affirmative action applicants for consideration for casual positions.

An information session, designed to heighten awareness of the Affirmative Action Program, was presented to senior managers of 16 government departments.

Phases III and IV of the Training and Employment Program for Persons with Disabilities were carried out. Thirty participants with disabilities were assigned to government departments for a six-month work placement. To date, four of the participants have been successful in obtaining permanent civil service positions, nine have held casual positions with government departments, and one has secured employment with the federal government.

Ongoing Program Activities

- providing career information/counselling to persons in the target groups concerning available positions in the Nova Scotia Civil Service and the employment application process;
- recruiting qualified target group applicants to compete for Civil Service positions;
- providing individual employment counselling to target group applicants and employees;
- making presentations to community organizations and conducting workshops on employment opportunities and job search techniques;

- reviewing employment policies and monitoring competitions to ensure equal opportunity for all applicants;
- networking with government departments, educational institutions, and community and volunteer organizations representing the designated target group persons;
- maintaining up-to-date statistical data related to affirmative action policies;
- assisting departments in filling temporary, casual, and summer vacancies, as well as permanent positions;
- conducting interviews with target group applicants; and
- soliciting applications from affirmative action students to be considered for summer employment opportunities with government departments.

TABLE 1

CIVIL SERVICE REPRESENTATION
(BLACKS, PERSONS WITH DISABILITIES, ABORIGINAL PERSONS)

Year	Blacks	Persons with Disabilities	Aboriginal Persons
1987	208	54	7
1988	215	75	8
1989	224	89	11
1990	257	104	15
1991	264	122	17

TABLE 2

CIVIL SERVICE
APPOINTMENTS, SEPARATIONS, IDENTIFICATIONS
(BLACKS, PERSONS WITH DISABILITIES, ABORIGINAL PERSONS)

Target Group	Appointments	Separations	Identified	Net Increase
Blacks	19	13	2	8
Persons with Disabilities	10	4	12	18
Aboriginal Persons	4	2	–	2
TOTAL	**33**	**19**	**14**	**28**

PLEASE NOTE: the "identified" group includes civil servants who have been newly disabled, and other target group persons who have not been identified previously.

TABLE 3

CASUAL AND SUMMER APPOINTMENTS
(BLACKS, PERSONS WITH DISABILITIES, ABORIGINAL PERSONS)

Target Group	Appointments	Separations
Blacks	57	27
Persons with Disabilities	20	6
Aboriginal Persons	18	11
TOTAL	**95**	**44**

A total of 139 affirmative action appointments (probationary and casual) were made during the year.

TABLE 4

PAY PLAN DISTRIBUTION
(BLACKS, PERSONS WITH DISABILITIES, ABORIGINAL PERSONS)

Pay Plan	Blacks	Persons with Disabilities	Aboriginal Persons
Administrative Support (AS)	7	4	–
Clerical (CL)	88	50	6
Education (EDC)	1	4	1
Health Services "A" (HSA)	26	–	–
Health Services "B" (HSB)	9	1	–
Health Services (Nursing) (HSN)	9	1	1
Management Compensation (MCP)	12	16	1
Maintenance (MOS)	14	7	1
Professional (PR)	31	13	2
Services & Related (SE)	36	9	1
Technical (TE)	31	17	4
TOTAL	**264**	**122**	**17**

TABLE 5

COMMUNITY WORKSHOPS/CAREER INFORMATION SESSIONS

Black Learning Centre	11
National Access Awareness Week	6
Halifax Board of Trade Youth Project	4
Y.E.S. Canada	3
N.S. Community College (Dartmouth Campus)	3
Society of Deaf and Hard of Hearing Nova Scotians	2
Onwards and Upwards (YWCA)	2
Centre for Adaptive Computer Education	2
Dartmouth High School	1
Sackville Training and Employment Program	1
Options	1
Crawley's Business Academy	1
Women in Transition Training Program (YWCA)	1
North Preston Community Centre	1
Silent Outreach	1
Innovations Project	1
Brenton House	1
Watershed Association Development Enterprises	1
Life Planning and Learning Centre	1
Human Rights Conference	1
Race Relations Workshop	1
Dalhousie Black Students' Association	1
Display – National Day for the Elimination of Racial Discrimination	1
Sydney Outreach	1
Truro Outreach	1
Antigonish/Guysborough Outreach	1
TOTAL	**51**

TABLE 6

SALARY DISTRIBUTION BY SEX

	Number		Percentage	
	Male	**Female**	**Male**	**Female**
Under $25,000	1,025	4,020	20	80
$25,001 - $30,000	549	684	45	55
$30,001 - $35,000	851	900	49	51
$35,001 - $40,000	821	1,017	45	55
$40,001 - $45,000	418	215	66	34
$45,001 - $50,000	378	133	74	26
Over $50,000	850	162	84	16

CO-OPERATIVE EDUCATION EMPLOYMENT PROGRAM

The Civil Service Commission's Co-operative Education Program was initiated in January 1981 to assist Nova Scotia government departments and agencies in providing career-related work experience opportunities for students enrolled in the co-operative education programs established by Nova Scotia universities.

The unique feature of the co-operative education model is that students spend alternate semesters in the classroom and in the workplace, thereby acquiring both academic and practical training. By the time the students graduate, they have already accumulated considerable practical experience and are therefore of greater value to prospective employers.

The co-operative education model also creates linkages between the universities and business and industry, resulting in an educational system that is more attuned to and better able to satisfy current labour market needs.

Program Utilization

During 1990-1991, a total of 19 co-op positions of four months' duration were created in 19 Nova Scotia government departments and agencies.

The students employed represented four Nova Scotia universities – Mount Saint Vincent, Dalhousie, Acadia, and University College of Cape Breton. The co-op students in greatest demand by government departments were those enrolled in business administration and computer science.

Program Effectiveness

Ongoing program evaluation indicates that the program is continuing to achieve its dual objectives of enabling departments to meet short-term requirements for specialized skills, and of providing students with career-related work experience opportunities.

HUMAN RESOURCES DEVELOPMENT

Overview

Significant progress was made during 1990-91 in several areas of strategic importance, such as: senior management development, expansion of regional staff training, career planning, and implementation of updates on current issues for "alumni" of the Management and Supervisory Development Programs.

Management and Supervisory Development Programs

Total enrolment in the modular Management and Supervisory Development Programs increased by 14 per cent (from 182 to 207) in 1990-91 over the previous year.

The Supervisory Development Program was offered on a regional basis for the first time. The program was based in Sydney, making it more accessible to employees located in the Cape Breton area, and resulting in significant cost savings to their departments.

A series of seminars designed to provide updates on current issues for the alumni of both programs has also been introduced. Nine alumni seminars involving 93 participants were presented during 1990-91.

The Management and Supervisory Development Programs continue to be strongly supported by departments, as is indicated by the fact that registrations for both programs consistently exceeds their capacity.

Service-wide Staff Training and Development Program

In order to assist managers in planning training activities with their staff on a more proactive basis, the semi-annual calendar has been replaced by an annual publication, which details service-wide Staff Training and Development events scheduled from September through the following June of each year. As well, the calendar's design was upgraded, creating a product which more appropriately represents the Civil Service Commission. The change to an annual publication has also resulted in significant reductions in printing and mailing costs.

New courses introduced in the Staff Training and Development Program during 1990-91 include: Career Planning, Dealing With Difficult People, and WordPerfect (Features).

Training days totalling 225, and involving 1,441 participants, were provided through the Staff Training and Development Program during 1990-91. This represents a slight (5 per cent) decrease from the previous year.

Decentralization of Training

Approximately 15 per cent of total training events in 1990-91 were presented in regional locations throughout the province, resulting in more accessible training at less cost to departments. The regional training advisory committees (representing Cape Breton, North Shore/Central, and South Shore/Valley) continue to provide valuable support in terms of identification of local training needs, resources, and facilities.

Senior Management Development

A report on the results of a survey of the developmental needs of senior managers was presented to the Committee of Deputy Ministers in May of 1990. Several of the recommendations contained in the report have been adopted, including:

- the establishment of a Deputy Ministers' Steering Committee on Management Development; and
- the establishment of a developmental program specifically designed for managers at the Director, Senior Director, and Executive Director levels.

The inaugural event in this program is a seminar on Managing Information Technology, which was scheduled for June 1991.

Department-based Training

A total of 45.5 days of training involving 725 participants was conducted, in response to requests for customized training programs to meet department-specific needs. All of these programs were designed and presented by Human Resources Development staff.

Department-based training was provided on the following topics:

	% of Training Days
Performance Management/Appraisal	33
Communications	22
Teambuilding	20
Stress Management	15
Career Planning	4
Training for the Trainer	4
Conducting Meetings	1
Presentation Skills	1

Educational Leave Program

Forty-six applications for Educational Leave were approved during 1990-91, representing a decrease of 27 per cent from the previous year.

Educational Leave may be granted with full salary, partial salary, or without salary depending upon the degree to which the education is considered essential to the department's operations. The distribution of leaves by department and percentage of salary approved for the leave, is indicated in the following table, Table 7.

TABLE 7

EDUCATIONAL LEAVES
April 1, 1990 – March 31, 1991

Department	Percentage of Salary 100%	50%	0%	Total
Advanced Education and Job Training	–	1	–	1
Agriculture and Marketing	–	3	–	3
Art Gallery of Nova Scotia	–	–	1	1
Education	1	–	1	2
Finance	–	–	1	1
Government Services	–	–	1	1
Health and Fitness	–	–	1	1
Mines and Energy	–	1	–	1
Municipal Affairs	–	–	1	1
N.S.C.O.D.D.	–	1	–	1
Nova Scotia Hospital	6	–	1	7
Victoria General Hospital	23	2	1	26
TOTAL	**30**	**8**	**8**	**46**

TABLE 8
DISTRIBUTION OF PARTICIPANTS IN HUMAN RESOURCES DEVELOPMENT PROGRAMS BY DEPARTMENT
APRIL 1, 1990 – MARCH 31, 1991

Department/Agency	Service-Wide Program		Management/ Supervisory Dev. Programs		Department-Based Training		Education Leave		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Advanced Education and Job Training	87	6.0	17	5.7	91	12.6	1	2.2	196	7.8
Agriculture and Marketing	33	2.3	9	3.0	21	2.9	3	6.5	66	2.6
Art Gallery of Nova Scotia	–	–	–	–	25	3.4	1	2.2	26	1.0
Attorney General	92	6.4	11	3.7	–	–	–	–	103	4.1
Auditor General	7	0.5	–	–	–	–	–	–	7	0.3
Cabinet Secretariat	3	0.2	4	1.3	–	–	–	–	7	0.3
Civil Service Commission	33	2.3	7	2.3	–	–	–	–	40	1.6
Community Services	49	3.4	26	8.7	9	1.2	–	–	84	3.3
Consumer Affairs	51	3.5	4	1.3	12	1.7	–	–	67	2.7
Drug Dependency Commission	12	0.8	11	3.7	16	2.2	1	2.2	40	1.6
Education	29	2.0	12	4.0	–	–	2	4.3	43	1.7
Emergency Measures Organization	–	–	2	0.7	–	–	–	–	2	0.1
Environment	21	1.5	13	4.3	102	14.1	–	–	136	5.4
Finance	38	2.6	14	4.7	–	–	1	2.2	53	2.1
Fisheries	9	0.6	4	1.3	–	–	–	–	13	0.5
Government Services	110	7.6	16	5.3	59	8.1	1	2.2	186	7.4

Table 8, cont'd

Department/Agency	Service-Wide Program No.	Service-Wide Program %	Management/ Supervisory Dev. Programs No.	Management/ Supervisory Dev. Programs %	Department-Based Training No.	Department-Based Training %	Education Leave No.	Education Leave %	Total No.	Total %
Health and Fitness	65	4.5	21	7.0	88	12.1	1	2.2	175	7.0
Housing	27	1.9	21	7.0	11	1.5	–	–	59	2.3
Human Rights Commission	12	0.8	–	–	–	–	–	–	12	0.5
Industry Trade and Technology	6	0.4	2	0.7	–	–	–	–	8	0.3
Information Services	22	1.5	3	1.0	–	–	–	–	25	1.0
Labour	29	2.0	–	–	–	–	–	–	29	1.2
Lands and Forests	154	10.7	19	6.3	27	–	–	–	200	8.0
Legislative Counsel	7	0.5	–	–	–	–	–	–	7	0.3
Liquor Commission	4	0.3	5	1.7	–	–	–	–	9	0.4
Lottery Commission	3	0.2	–	–	–	–	–	–	3	0.1
Management Board	1	0.1	–	–	–	–	–	–	1	0.0
Mines and Energy	17	1.2	9	3.0	8	1.1	1	2.2	35	1.4
Municipal Affairs	99	6.9	13	4.3	50	6.9	1	2.2	163	6.5
Nova Scotia Hospital	14	1.0	1	0.3	32	4.4	7	15.2	54	2.1
Office of the Premier	9	0.6	–	–	–	–	–	–	9	0.4
Office of the Speaker	4	0.3	–	–	–	–	–	–	4	0.2
Ombudsman's Office	1	0.1	–	–	–	–	–	–	1	0.0
Protocol Office	1	0.1	2	0.7	–	–	–	–	3	0.1
Public Archives	3	0.2	1	0.3	27	3.7	–	–	31	1.2
Purchasing Agency	1	0.1	–	–	–	–	–	–	1	0.0
Research Foundation Corporation	–	–	–	–	31	4.3	–	–	31	1.2

Table 8, cont'd

Department/Agency	Service-Wide Program		Management/ Supervisory Dev. Programs		Department-Based Training		Education Leave		Total	
	No.	%	No.	%	No.	%	No.	%	No.	%
Small Business Development	18	1.2	6	2.0	–	–	–	–	24	1.0
Solicitor General	51	3.5	18	6.0	14	1.9	–	–	83	3.3
Sport and Recreation Commission	3	0.2	1	0.3	–	–	–	–	4	0.2
Status of Women	3	0.2	–	–	–	–	–	–	3	0.1
Tourism and Culture	15	1.0	9	3.0	–	–	–	–	24	1.0
Transportation and Communications	219	15.2	16	5.3	–	–	–	–	235	9.4
Victoria General Hospital	30	2.1	1	0.3	70	9.7	26	56.5	127	5.1
Women's Directorate	–	–	2	0.7	20	–	–	–	22	0.9
Workers' Compensation	2	0.1	–	–	–	–	–	–	2	0.1
TOTAL	**1,394**	**96.7**	**300**	**100.0**	**713**	**91.8**	**46**	**100.0**	**2,453**	**97.7**
Non-Civil Service	**47**	**3.3**	**–**	**–**	**12**	**1.7**	**–**	**–**	**59**	**2.3**
GRAND TOTAL	**1,441**	**100.0**	**300**	**100.0**	**725**	**93.5**	**46**	**100.0**	**2,512**	**100.0**

COMPENSATION DIVISION

Management Compensation

An overall salary policy adjustment, effective January 1, 1991, was provided for employees classified under the Management Compensation Plan (MCP). This adjustment provided an across-the-board increase of 5 per cent for this group of approximately 1,500 non-bargaining professionals distributed throughout the various departments and agencies of government.

Maintenance of the internal equity, as provided through the job evaluation process for positions throughout government in the Management Compensation Plan, continues to be ensured by the ongoing utilization of committees of senior management people from all government departments. The Deputy Ministers' Maintenance Committee continues to conduct the evaluation of benchmark positions, as well as to consider the impact of major organizational reviews. There are also three sub-committees consisting of senior and middle management staff, which are charged with the responsibility of evaluating positions not designated as benchmarks.

Overall this year, 120 new positions were established, 115 existing positions were upgraded, 10 positions were downgraded, and 46 positions were deleted.

Administrative Support Group

The Administrative Support group received a general salary adjustment of 5 per cent effective December 16, 1990.

Position Evaluation – Bargaining Unit and Other Non-MCP Positions

Twenty-nine classification appeals were processed, thirteen were resolved, and four went to the Tribunal. Of those to the Tribunal, the employees were successful in two cases.

Pay Equity

Of the 73 female-dominated classes evaluated, 53 were eligible for wage adjustments. This represents 73 per cent of the female-dominated classes

evaluated, and will provide adjustments for approximately 5,307 employees or 90 per cent of the employees in the 73 female-dominated classes.

Twenty female-dominated classes did not receive wage adjustments, as their maximum hourly rates exceeded the pattern of wages paid to male-dominated classes at comparable job value.

The increase to payroll as a result of implementation of this program is expected to be $14.9 million, which represents approximately 4 per cent of the total payroll for the specific groups of employees covered by Phase I of the Pay Equity Act.

Prior to the pay equity process, the average salary for female employees in the Civil Service (excluded and bargaining units) was 76 per cent of the average salary for male employees. Following the exercise it will be 83 per cent.

The average salary for female employees across the Civil Service (bargaining units only) was 83 per cent of the average salary for male employees. Following this exercise it will be 91 per cent.

Resulting wage adjustments for employees in female-dominated classes will be phased in over a four-year period; the first adjustment was effective September 1, 1990.

As a result of the impact of Pay Equity, it was also necessary for the employer to address the relationship between those employee groups receiving pay equity adjustments and their immediate supervisors. This resulted in an adjustment to the salary ranges for 40 supervisory classes covering approximately 231 employees.

Compensation Research

As the central compensation authority for the provincial government, we continue to be called on by a number of private and public organizations for information on salary levels and benefits available to Civil Servants.

During the past year, compensation research personnel responded to 33 formal surveys, 42 research reports, and a high volume of telephone requests. Of significance: the major formal PRB Survey is now automated. Compensation research staff and designated support staff have undertaken a thorough review of the Resource Library. Fundamental objectives of this

review were organizing, updating, and streamlining all resource material. The projected result will be maximized use of physical space and accessibility.

Committees

The staff of the Compensation Division participated in the following committees:

- the Joint Salary Committee of the Department of Health & Fitness and the Nova Scotia Association of Health Organizations;
- various collective bargaining committees;
- committees charged with the responsibility of evaluating and classifying all positions under the management compensation system;
- the Information Technical Steering Committee;
- the Systems Administration Committee;
- the Joint Union-Management Pay Equity Committee;
- the Occupational Health & Safety Committee;
- the Management Information Systems Committee; and
- the Personnel Policy Procedural Committee.

Staff Training and Development

A new office automation system was introduced, which will enable this division to take full advantage of industry-standard software, eg. Lotus 1-2-3, WordPerfect, Paradox, etc. This will enhance our ability to exchange information *vis-à-vis* high technology vehicles.

The research analyst successfully implemented the use of a report-writing system which greatly enhanced the division's ability to provide accurate and timely information reports based on HRMS data.

TABLE 9
POSITIONS REVIEWED BY PAY PLAN
1990-1991

Pay Plan	Established	Higher	Lower	Delete	Title Change	No Change
CL	42	68	1	18	–	–
AS	5	7	–	1	–	–
DPP	1	–	–	–	–	–
EDC	3	–	–	1	–	–
HSA	–	–	–	–	–	–
HSB	2	4	–	1	5	–
HSN	1	1	–	–	–	–
MOS	8	7	8	2	–	–
MS	–	1	–	–	–	–
PS	–	–	–	–	–	–
PR	22	19	1	7	–	–
SE	3	–	–	3	–	–
TE	8	7	–	4	–	–
MCP	25	1	–	9	–	–
TOTAL	**120**	**115**	**10**	**46**	**5**	**–**

TABLE 10
SUMMARY OF PERIODIC PAY REVIEWS
FOR NON-BARGAINING UNITS

Employee Group	Effective Date	No. of Employees	% Increase	Approximate Cost (Annual)
Administrative Support (AS)	16/12/90	361	5	$461,263
Management Compensation Plan (MCP)	01/01/91	1,436	5	$3,703,723
Medical Services (MS)	24/03/91	19	5	$84,042
Pathologists & Specialists (PS)	24/03/91	12	5	$64,347
Dental Services (DPP)	24/03/91	1	5	$3,137
Laboratory Services (LS)	24/03/91	4	5	$14,501

TABLE 11
CIVIL SERVICE EMPLOYEES BY STATUS AND BY DEPARTMENT
MARCH 31, 1991

Department	Temp.	Term	Prob. Perm.	Div. Total	Dept. Total
Advanced Education and Job Training	–	18	520	538	538
Agriculture and Marketing	–	5	448	453	453
Attorney General		5	490	495	495
Consumer Affairs	–	1	96	97	97
Community Services	–	8	957	965	965
Education	–	2	347	349	349
Environment	–	–	141	141	141
Finance	–	3	440	443	443
Fisheries	–	–	87	87	87
Funds for Economic Investment	–	1	2	3	3
Government Services	–	7	383	390	390
Health and Fitness	1	9	610	620	620
Drug Dependency Commission	–	2	237	239	239
Victoria General Hospital	50	113	2,939	3,102	3,102
Nova Scotia Hospital	–	19	765	784	784
Housing	–	5	162	167	167
Industry, Trade and Technology	–	–	118	118	118
Labour	–	1	125	126	126
Lands and Forests	–	4	644	648	648
Mines and Energy	–	2	149	151	151
Municipal Affairs	–	2	258	260	260
Public Service	–				389
Legislative Expenses	–	–	2	2	
Executive Council Office	–	–	5	5	
Civil Service Commission	–	–	55	55	
Management Board	–	–	18	18	
Office of the Premier	–	–	6	6	
Emergency Measures Organization	–	1	11	12	
Government House Administration	–	–	8	8	
Protocol Office	–	–	5	5	
Office of the Auditor General	–	5	27	32	
Education Fund for Black Students	–	–	1	1	
Purchasing Agency	–	–	24	24	
Human Rights Commission	–	1	23	24	

Table 11, cont'd

Department	Temp.	Term	Prob. Perm.	Div. Total	Dept. Total
Public Service (cont'd)					
Ombudsman's Office	–	–	4	4	
Expropriation Compensation Board	–	–	1	1	
Office of the Legislative Council	–	–	5	5	
Office of the Speaker	–	–	20	20	
Advisory Council on the Status of Women	–	–	10	10	
Motor Carrier Act Administration	–	–	32	32	
Election Expenses	–	–	2	2	
Salvage Yards Licensing Act Administration	–	–	9	9	
Cabinet Secretariat	–	–	7	7	
Gasoline and Fuel Oil Licensing Act	–	–	7	7	
Ministers' Salaries and Expenses	–	–	1	1	
Horse Racing Commission	–	–	1	1	
Women's Directorate	–	–	4	4	
NS Information Services	–	1	23	24	
NS Art Gallery	–	–	14	14	
NS Lottery Commission	–	–	6	6	
NS Sport and Recreation Commission	–	–	38	38	
NS Municipal Board	–	–	2	2	
NS Police Commission	–	–	7	7	
Youth Secretariat	–	–	1	1	
NS Commission on Aids	–	2	–	2	
Solicitor General	–	4	248	252	252
Small Business Development	–	1	91	92	92
Tourism and Culture	–	–	119	119	119
Transportation and Communications	–	17	979	996	996
Workers' Compensation Appeal Board	–	–	2	2	2
TOTAL	**51**	**239**	**11,736**	**12,026**	**12,026**

TABLE 12
CHANGES TO CIVIL SERVICE
MARCH 31, 1991

Fiscal Year	Appointments	Separations	# of Civil Servants March 31/91	Increase/ Decrease Over 1990	% of Increase/ Decrease
1961-1962	1,246	1,102	4,373	–	–
1962-1963	852	982	4,243	–130	–2.9
1963-1964	1,142	946	4,439	–196	4.6
1964-1965	1,237	1,007	4,669	+230	5.2
1965-1966	1,647	1,218	5,098	+429	9.2
1966-1967	1,684	1,038	5,744	+646	12.7
1967-1968	1,978	1,326	6,396	+652	11.4
1968-1969	1,811	1,359	6,848	+452	7.1
1969-1970	1,889	1,422	7,315	+467	6.8
1970-1971	1,620	1,351	7,584	+269	3.7
1971-1972	1,406	1,277	7,713	+129	1.7
1972-1973	1,609	1,395	7,927	+214	2.8
1973-1974	2,060	1,589	8,400	+473	6.0
1974-1975	2,243	1,833	8,808	+408	4.9
1975-1976	2,756	2,447	9,106	+298	3.4
1976-1977	1,799	1,818	9,087	–19	–.2
1977-1978	1,888	1,840	9,135	+58	.6
1978-1979	1,872	1,586	9,421	+286	3.1

Table 12, cont'd

Fiscal Year	Appointments	Separations	# of Civil Servants March 31,/91	Increase/ Decrease Over 1990	% of Increase/ Decrease
1979-1980	1,589	1,506	9,504	+83	.9
1980-1981	1,492	1,470	9,526	+26	.3
1981-1982	1,729	1,492	9,763	+237	2.4
1982-1983	763	879	9,648	−115	−1.2
1983-1984	1,147	763	10,032	+384	3.9
1984-1985	942	848	10,126	+94	.9
1985-1986	861	798	10,189	+63	.62
1986-1987	854	920	10,123	−66	.65
1987-1988	*1,071	726	10,468	+345	3.4
1988-1989	1,716	744	**11,440	+972	**9.3
1989-1990	1,291	839	11,892	+452	4.0
1990-1991	853	719	12,026	+134	1.1

* This count was adjusted to reflect retroactive changes made since our last report.

** Included in this figure are approximately 643 part-time employees. Prior to January 1988, these employees were not eligible to be appointed to the Civil Service, and hence have not historically been included in this employee court. These 643 part-time employees work an average of 60 per cent of full-time hours, which converts to 386 F.T.E.s. Although they represent an increase to these figures, they do not actually represent an increase in employee population, since a large number were previously on staff, but not designated as civil servants.

STAFF RELATIONS DIVISION

OVERVIEW

The Staff Relations Division provides a comprehensive labour relations program to the Government of Nova Scotia, which includes the negotiation, interpretation, and administration of public service collective agreements, as well as the provision of advice, direction, and training of line management in all labour relations matters in the network of departments, boards, commissions and agencies of the province.

The following is a breakdown of the collective agreements – and the types of employees to whom the agreements apply – for which the division engages in direct bargaining:

- 9,000 Civil Servants represented by the Nova Scotia Government Employees' Union in 9 bargaining units, as follows:
  Professional Classification and Pay Plan,
  Service Classification and Pay Plan,
  Educational Classification and Pay Plan,
  Clerical and Related Classification and Pay Plan,
  Technical Classification and Pay Plan,
  Maintenance and Operational Services Classification and Pay Plan,
  Health Services (A) Classification and Pay Plan,
  Health Services (B) Classification and Pay Plan, and
  Health Services (N) Classification and Pay Plan;
- 10,600 teachers represented by the Nova Scotia Teachers' Union;
- 420 Community College teachers represented by the Nova Scotia Teachers' Union;
- 3,000 hourly-rated employees of the Department of Transportation represented by a local of the Canadian Union of Public Employees; and
- 400 Corrections Officers represented by the Police Association of Nova Scotia.

The division is also responsible for the negotiation of collective agreements outside of the Civil Service, as well as indirect involvement (with the Nova Scotia Association of Health Organizations) in the determination of parameters controlling the negotiation of terms and conditions of employment for nursing, para-professional, and support staff employed in the province's 52 hospitals and several homes for special care.

Concurrently with supplying a collective bargaining service, the division provides an ongoing and advisory labour relations program which includes: interpretation and administration of collective agreements; grievances and adjudication administration, administration of performance management, including discipline and discharge issues; occupational health and safety advice; joint labour management consultation; and management labour relations training.

COLLECTIVE BARGAINING

The past year was a relatively quiet one from a Civil Service collective bargaining perspective. As reported last year, eight of the nine Civil Service collective agreements continued in force.

The one unresolved agreement covers approximately 400 technicians, medical, X-ray, etc., employed primarily at the Victoria General and Nova Scotia Hospitals. This collective agreement did, in fact, proceed to arbitration with salaries being the significant outstanding issue. The other issues were resolved prior to arbitration, through direct bargaining, consistent with terms and conditions of the other eight Civil Service collective agreements.

The Arbitration Board rendered a decision on November 13, 1990 which increased salaries as follows:

March 26, 1989 – 5%
January 1, 1990 – 3%
March 25, 1990 – 5%
January 1, 1991 – 3%
March 25, 1991 – 5% or COLA whichever is greater

The other unresolved collective agreement is one negotiated with the Police Association of Nova Scotia covering some 400 non-Civil Service employees working in adult correctional facilities around the province. This agreement expired in March of 1990 and is headed for binding arbitration.

Finally, the division concluded a first collective agreement covering 150 employees at the Workers' Compensation Board of Nova Scotia. This group is certified under the Trade Union Act with the Nova Scotia Government Employees' Union certified as its bargaining agent. This collective agreement was concluded through the direct bargaining process.

GRIEVANCES AND ADJUDICATIONS

The number of grievances filed by the union is on a par with last year. This year staff in the division were directly involved with approximately 120 grievances. It is interesting to note that 25 of these grievances were discipline related, with 13 of these being termination of employment. Also, as in prior years, there continues to be a significant number of job posting grievances, with 15 being reported this past year.

The division continues to experience difficulty in locating adjudicators who are acceptable to both union and management. This continues to cause long delays in grievance resolution. There also seems to be a trend emerging where adjudication hearings are taking much longer, with cases frequently lasting three days and some as long as ten days.

LABOUR RELATIONS EDUCATION

This segment of the division's responsibility continues to develop and is enthusiastically received. Staff of the division are involved in all aspects of training to ensure that individual departments are dealing with labour relations issues in a manner consistent with government policy.

During the year, the division conducted many workshops, including sessions on collective agreement interpretation, performance management with particular emphasis on corrective discipline as a management tool, grievance handling and adjudication, attendance control, and occupational health and safety. These programs were advertised in a training calendar published by the Human Resource Development section of the Commission. In addition, staff offer similar educational sessions for a department or group of departments when requested.

Staff of the division were also active in several Supervisory and Management Development Programs, as well as in the Management Orientation Program sponsored by the Commission.

OCCUPATIONAL HEALTH AND SAFETY

The division acts as the co-ordinator for Departmental Occupational Health and Safety Committees and provides the Employer representatives on the master Occupational Health and Safety Committee.

Occupational Health and Safety Committees are operating in all departments of government. Also, departmental safety co-ordinators have attended safety upgrading training seminars.

The ongoing need for involvement in the work – and in particular the training – of departmental personnel is given a top priority despite manpower limitations. The division has endeavoured to ensure that departments live up to their obligations under the Occupational Health and Safety Act by making training available including "Train the Trainer" seminars covering various aspects of our statutory obligations.

PREPAID LEAVE

The province has a prepaid leave plan for which all bargaining unit employees are eligible to apply. This plan affords employees the opportunity of taking a one year leave of absence, financed through deferred salary. Under this plan, the maximum length of the deferred period is six years and the maximum deferred amount is 33 1/3 per cent of salary. Over the past year 40 bargaining unit employees have taken advantage of this opportunity.

JOB SHARING

The province has provided the opportunity for employees to enter into a job-sharing arrangement. This arrangement is available to existing employees only, and both must be permanent employees, one of whom is the incumbent of the position to be shared. Further, both employees must share the same position classification. Finally, a position can be shared for a minimum of one year and a maximum of two years, with extension beyond two years by mutual agreement. The benefits of employees who enter this arrangement are prorated. Over the past year 35 job-sharing arrangements have been approved by the Commission.

OFFICE SERVICES SECTION

INTRODUCTION

During the past year, the Office Services Section has continued to provide a broad range of services for the staff of the Civil Service Commission.

In particular, the role of the Office Services Section is to provide service in the area of Personnel and Payroll, Finance and General Administration, Workers' Compensation, Records Management, and the Long Service Award.

Additionally, this section is responsible for providing assistance to all government departments in implementing payroll and personnel transactions, and for the verification and approval of all Public Service awards paid by the Government of Nova Scotia to retiring Civil Servants.

Throughout the past year, the staff of this section continued to support the Human Resource Management Project Team, specifically in the areas of: HRMS Helpline, leave and absence, and reports.

PERSONNEL AND PAYROLL

Staff of the Office Services Section are responsible for implementing payroll and personnel transactions for all staff of the Civil Service Commission; included here would be ensuring that department staff are notified of any changes in benefits, especially in the area of Health and Group Assurance coverage.

Assistance is provided by the staff of Office Services to those departments that are not decentralized and that use the Commission staff as a Central Agency to implement payroll and personnel functions. Staff are responsible for keying personnel and payroll transactions for a total of six public service departments who have not been decentralized.

In addition to the verification of all Public Service Awards paid to retiring Civil Servants, as a condition of employment, verification of personal data information is performed by the staff of this section. Finally, this section processes transactions such as appointments, transfers, reclassifications, changes of status, and leaves of absence.

FINANCE AND ADMINISTRATION

The Office Services Section acts as both the Administration Division and the Accounting Division, providing financial services such as payment of accounts, control of revenue and capital accounts, and continuous monitoring of all expenditures within the Commission's budget.

WORKER'S COMPENSATION

A review of this section's responsibilities for reporting all injuries incurred while on duty to the Workers' Compensation Board for all government employees and Order-In-Council appointees showed 1,254 injury reports.

LONG SERVICE AWARD

The annual Long Service Award presentation ceremony was held at the Port Royal Room, World Trade and Convention Centre, on November 13, 1990. This was the 24th Long Service Award ceremony.

One hundred and fifty Public Servants, representing twenty government departments, who had completed twenty-five years of service with the Province of Nova Scotia, were presented with citations and awards by His Honour, the Honourable Lloyd R. Crouse, P.C., Lieutenant-Governor of Nova Scotia and Premier Donald W. Cameron, assisted by Mr. D. T. Tobin, C.A., Deputy Minister of the Civil Service Commission, and Mr. George Hall, Executive Director of the Civil Service Commission.